

# Dimensions of Team Effectiveness – Knowing the Success Factors

When CCL works with an organization to help one of its teams get back on course, team members invariably say, Our team is unlike any other you've worked with; or, Our situation is different from anything you've seen elsewhere; or, Normal rules don't apply to us, and the normal processes won't work here.

You, too, probably feel that your team is unique. Its members likely feel the same way. And you're right. What makes each team different is the task that it needs to accomplish and the particular context in which it must accomplish that task. Strip away the specific task and context, however, and you can see that all teams are alike in fundamental ways. All teams have to expend some effort to get their mission accomplished, for example, and all depend to some degree on interpersonal skills. There are, in effect, six key dimensions, or aspects, that are consistent across all teams. These dimensions can help team leaders determine and measure how effective their team is. Ideally, your team was formed with these dimensions in mind and performs its work with them operating at peak levels. The dimensions of effective teams are

1. a clear purpose
2. an empowering team structure
3. strong organizational support
4. positive internal relationships
5. well-tended external relationships
6. efficient information management

These six success factors remain important throughout the life of the team. Even if your team started with all of these dimensions in place, the situation may be very different six months or a year

## Maintaining Team Performance

later. The team's most vocal and influential champion may have left the company, leaving the team without the clout and resources it needs. A competitor may have released a revolutionary product that has changed the landscape of the marketplace. New enterprise-wide software may have made your team's plan for communicating vital information irrelevant. Because of these and other inevitable changes, keeping your team's performance up to expectations means continuously monitoring its operation.